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HOUSING & URBAN DEVELOPMENT DEPARTMENT

NOTIFICATION

The 18th January, 2024

S.R.O. No.49/2024— The Government of Odisha has been pleased to notify “Odisha Inclusive Urban Sanitation Policy 2024” with the objective to translate the State’s vision of inclusive , equitable, safe and sustainable sanitation services for all. The policy is aimed at integrating the Sanitation value chain with modern concepts of circular economy, community partnership, disaster resilience, urban-rural convergence etc.

This shall come into force from the date of its publication in the Official Gazette

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By Order of the Governor

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Housing and Urban
Development Department

ODISHA INCLUSIVE URBAN SANITATION POLICY 2024



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Foreword

Under the visionary leadership of our Hon'ble Chief Minister, Odisha stands as a beacon of innovation in urban development, showcasing a decade-long commitment to transformative initiatives. Driven by the empowering principles of the state's 5T governance model, our unparalleled success in the urban domain is rooted in a decentralized, community-led, and inclusive approach. This powerful methodology has been instrumental in shaping our transformative journey. At the forefront of this remarkable transformation is the focused attention on sanitation, which has rapidly evolved into one of the most improved and essential public services.

The Odisha Urban Sanitation Policy and Strategy of 2017 has served as our guiding beacon, as we propelled the construction of sanitation infrastructure, fostering inclusive and effective operations. This encompasses the safe disposal and treatment of waste, steering our towns and cities towards safety, health, and sanitation.

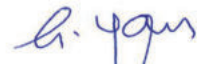
In the past two years, our unwavering focus has been on elevating the standards and ethics of sanitation services, ensuring responsiveness to the needs of the most vulnerable. A critical insight has crystallized during the implementation: only through the empowerment and inclusion of communities, particularly vulnerable groups, at every stage, can we construct resilient and inclusive cities. Embracing this insight through an 'inclusive sanitation' approach is pivotal to guarantee equitable services for all, especially the vulnerable.

Odisha has purposefully embraced a gender-intentional and pro-poor approach, actively involving women, transgender persons, and empowering urban poor communities as vital stakeholders. Demonstrating tangible success, initiatives such as Mission Shakti, the JAGA Mission, and the GARIMA scheme, coupled with community-based groups, exemplify our commitment to fostering inclusivity and empowerment at every level.

Acknowledging the pressing need to institutionalize community-led approaches, we have undertaken a revision of the Odisha Urban Sanitation Policy, 2017. This revised policy places a paramount emphasis on embedding empowerment and inclusion at its core. Our aim with this updated policy is not only to maintain but also to strengthen

state institutions, processes, and mechanisms. It is specifically designed to channel efforts towards ensuring safe sanitation outcomes, upholding the dignity of sanitation professionals, strengthening community groups, and establishing robustly accountable regulatory and planning mechanisms. This strategic enhancement is imperative for aligning our policies with the dynamic needs of our communities and fostering a lasting impact in the realm of urban sanitation.

I express my heartfelt gratitude to the sanitation team, including officials, sectoral partners, and, notably, the Odisha partners from the National Faecal Sludge and Septage Management Alliance (NFSSMA), as well as our esteemed Community Partners. It is the collective commitment of the Government of Odisha, sector, and community partners that will guide us in achieving inclusive urban sanitation outcomes, contributing to a healthier and sustainable future for the urban residents of Odisha.



G. Mathi Vathanan

LIST OF ABBREVIATIONS

1	AMRUT	Atal Mission for Rejuvenation and Urban Transformation
2	CAA	Constitutional Amendment Act
3	C&D	Construction and Demolition
4	CBO	Community-Based Organisation
5	CFC	Central Finance Commission
6	CSAP	City Sanitation Action Plan
7	CSR	Corporate Social Responsibility
8	CSWAP	City Solid Waste Action Plan
9	CWIS	City-Wide Inclusive Sanitation
10	DMF	District Mineral Fund
11	DPR	Detailed Project Report
12	DSC	District Sanitation Committee
13	ERSU	Emergency Response Sanitation Unit
14	EO	Executive Officer
15	EWS	Economically Weaker Section
16	FSSM	Faecal Sludge and Septage Management
17	FSTP	Faecal Sludge Treatment Plant
18	GVP	Garbage Vulnerable Point
19	H&UDD	Housing and Urban Development Department
20	HPC	High-Powered Committee
21	ICT	Information and Communications Technology
22	IEC	Information, Education, and Communication
23	ITI	Industrial Training Institute
24	ISO	International Organisation for Standardisation
25	KPI	Key Performance Indicator
26	M&E	Monitoring and Evaluation
27	MC	Municipal Commissioner
28	MCC	Micro Composting Centre
29	MHM	Menstrual Hygiene Management
30	MoHUA	Ministry of Housing and Urban Affairs
31	MRF	Material Recovery Facility
32	MSG	Mission Shakti Group
33	MUKTA	Mukhya Mantri Karma Tatpara Abhiyan
34	NAC	Notified Area Council
35	NAMASTE	National Action Plan for Mechanised Sanitation Ecosystem
36	NDSAP	National Data Sharing and Accessibility Policy
37	NeGP	National e-Governance Plan
38	NFSSM	National Faecal Sludge and Septage Management
39	NGT	National Green Tribunal
40	NPR	Non-Potable Reuse
41	NULM	National Urban Livelihood Mission

LIST OF ABBREVIATIONS

42	O&M	Operations and Maintenance
43	ODF	Open Defecation Free
44	OIUSP	Odisha Inclusive Urban Sanitation Policy
45	OMBADC	Odisha Mineral Bearing Areas Development Corporation
46	OSDMA	Odisha State Disaster Management Authority
47	OSS	On-Site Sanitation
48	OUA	Odisha Urban Academy
49	OUSP	Odisha Urban Sanitation Policy
50	OUSS	Odisha Urban Sanitation Strategy
51	OWA	Odisha Water Academy
52	OWSSB	Odisha Water Supply and Sewerage Board
53	PEMSR	Prohibition of Employment of Manual Scavengers and their Rehabilitation
54	PHEO	Public Health Engineering Organisation
55	PMAY	Pradhan Mantri Awas Yojana
56	PMU	Project Management Unit
57	POSH	Prevention of Sexual Harassment
58	PPE	Personal Protective Equipment
59	PSSO	Private Sanitation Service Organisation
60	PTS	Proposal Tracking System
61	PwD	Persons with Disabilities
62	PWM	Plastic Waste Management
63	SBCC	Social and Behaviour Change Communication
64	SBM-G	Swachh Bharat Mission-Gramin
65	SBM-U	Swachh Bharat Mission-Urban
66	SDA	Slum Dwellers Association
67	SDG	Sustainable Development Goal
68	SFC	State Finance Commission
69	SHG	Self-Help Group
70	SLTC	State-Level Technical Committee
71	SLWM	Solid and Liquid Waste Management
72	SMD	State Mission Director
73	SOP	Standard Operating Procedure
74	SPCB	State Pollution Control Board
75	STP	Sewer Treatment Plant
76	SUDA	State Urban Development Agency
77	SWM	Solid Waste Management
78	TPD	Tonnes Per Day
79	ULB	Urban Local Body
80	UWEI	Urban Wage Employment Initiative
81	WASH	Water Sanitation and Hygiene
82	WATCO	Water Corporation of Odisha

PREAMBLE

The Government of Odisha has made concerted efforts to increase citizens' access to sanitation infrastructure and services across cities and towns as part of its Swachh Odisha, Sustha Odisha movement. It has undertaken numerous urban sanitation initiatives aimed at improving infrastructure, enhancing service delivery, decentralising governance, and fostering innovative community partnerships. Furthermore, the inclusion of marginalised populations has underpinned the design and implementation of many of these initiatives. Consequently, urban sanitation in Odisha has witnessed a significant positive transformation, with increased coverage and the adoption of innovative practices in service delivery, technology, and community participation.

In 2017, Odisha notified the Odisha Urban Sanitation Policy, which aimed at achieving safe sanitation in all cities through Faecal Sludge and Septage Management (FSSM), recognising sanitation as a basic right of citizens. This was followed by an impetus to create infrastructure such as establishing Faecal Sludge Treatment Plants (FSTPs) and adopting mechanisms to enhance the efficiency and effectiveness of services to reach the last mile, covering all Urban Local Bodies (ULBs) in the State. Over the past two years, the State has embarked on a journey of City-Wide Inclusive Sanitation (CWIS) and gender transformative outcomes. This has prompted a revision of the Odisha Urban Sanitation Policy to reflect the inclusive approaches already adopted in sanitation interventions and to explicitly incorporate an inclusive lens in its policy framework.

Considering the high decadal urban growth that Odisha has experienced in recent years, the State is now prioritising the expansion and sustainability of sanitation efforts. This requires a more informed, integrated, and cohesive policy, with clear outcomes, for inclusive urban sanitation in the State. The Government has drafted the Odisha Inclusive Urban Sanitation Policy, 2024, with this objective in mind. This Policy document is an effort to capture the vision of Hon'ble Chief Minister Shri Naveen Patnaik to achieve and sustain sanitation outcomes in Odisha with an inclusive approach and the 5T governance framework (Teamwork, Technology, Transparency, Transformation, and Time Limit) for all interventions and processes.

The Policy is in alignment with both Sustainable Development Goal (SDG) 6.2 on Sanitation and Hygiene and the United Nation's Human Right to Sanitation (2015). The former aims to achieve adequate and equitable sanitation for all, with an emphasis on women, children, and vulnerable individuals, while the latter entitles everyone to accessible, acceptable, and safe sanitation that upholds privacy and dignity. Furthermore, the Policy highlights the need for addressing climate change issues and advocates for climate-resilient infrastructure and communities, with a special focus on urban residents of the Economically Weaker Section (EWS) and other marginalised sections of society.

The Government of Odisha recognises that safe sanitation is a basic human right. Through the Odisha Inclusive Urban Sanitation Policy, 2024, the State commits to expediting and reinforcing efforts to institute inclusive, participatory, sustainable, and accountable sanitation processes and structures. The aim is to achieve improved service delivery outcomes for the entirety of the urban population in the State, ensuring that no one is left behind.

TABLE OF CONTENTS

1. Context and Background	1
1.1 Sanitation in Urban Odisha	2
1.2 Current State Efforts	2
2. Odisha Inclusive Urban Sanitation Policy Statement and Goals	6
2.1. Policy Statement	7
2.2. Policy Goals	7
2.3. Principles of Odisha Inclusive Urban Sanitation Policy	8
3. Odisha Inclusive Urban Sanitation Policy Outcomes	11
4. Policy Implementation	15
4.1. Institutional Framework for Inclusive Urban Sanitation	16
4.2. Legal, Statutory, and Policy Frameworks	23
4.3. Financial Framework	25
4.4. Planning Framework	26
4.5. Monitoring Framework	27
4.6. Capacity-Building and Human Resources Framework	29
4.7. Communication Framework	31

LISTS OF FIGURES AND TABLES

1. Figure One: Evolution of Urban Initiatives in Odisha for the Purpose of Inclusion	4
2. Table One: Progress of Odisha in Sanitation (Source: H&UDD, Government of Odisha)	5
3. Figure Two: Principles of OIUSP	8
4. Figure Three: Institutional Framework for Inclusive Urban Sanitation	16

1. CONTEXT AND BACKGROUND



1.1 Sanitation in Urban Odisha

In the 2011 Census, Odisha ranked as one of the least urbanised states in India, with only 17% urbanisation. At the same time, it showed a significantly high decadal growth rate of 27%, considerable inter-district variation in urbanisation levels. An increase in the number of towns, and a skewed distribution of the urban population with higher growth in slums and slum populations was also observed.

In terms of sanitation, over 35% of urban households had no access to toilets and 33% practiced open defecation in 2011 as per the Census. Moreover, most community and public toilets in larger cities were poorly maintained or non-functional. The ULBs relied mainly on on-site sanitation (OSS) systems, with limited wastewater and septage treatment facilities; many of the septic tanks were poorly constructed, discharging directly into open drains. In 2015, only 2% of the faecal sludge generated was being treated through sewage treatment plants, and there was a high dependence on manual emptying compared to mechanised desludging. The nature of the work, combined with the fact that many sanitation professionals come from already marginalised castes, subjected them to increased stigmatisation, exclusion, and discrimination. In addition, safe and scientific disposal of solid waste was also a challenge for the State.

To combat all of this, the Government of Odisha has taken active steps towards ensuring equitable and universal access to sanitation. In 2011, Odisha became one of the first states in India to notify an Urban Sanitation Policy and Strategy, seeking to translate into reality the vision of transforming urban areas into sanitised, safe, and healthy settlements through community-driven processes managed by the ULBs. It was revised in 2017 as the Odisha Urban Sanitation Policy (OUP) as well as the Odisha Urban Sanitation Strategy (OUSS), which expanded the scope beyond Solid Waste Management (SWM) and networked sewer systems. This addressed the gaps and issues in both solid and liquid waste management (SLWM) and emphasised FSSM. The OUP 2017 envisaged an open-defecation-free and open-discharge-free Odisha, with solid waste, sewage, septage, and liquid waste safely managed, treated, and disposed of. The Policy also called for special attention to the needs of women, girls, and other vulnerable groups. This prioritisation of the sanitation sector was echoed at the national level with the launch of the Swachh Bharat Mission-Urban (SBM-U) and Atal Mission for Rejuvenation and Urban Transformation (AMRUT). At the State level, Odisha has shifted its focus towards non-networked and decentralised sanitation solutions to better respond to emerging sanitation needs.

1.2 Current State Efforts

Since 2016, the Housing and Urban Development Department (H&UDD), Government of Odisha has intensified efforts to improve the State's sanitation situation. It has sought to connect the urban poor with appropriate services, encouraged implementation of FSSM and SWM, and developed policies and regulations to bring about transformative changes in the urban sanitation sector, with a focus on equity, inclusion, and sustainability.

The Swachh Odisha, Sustha Odisha initiative, first articulated by Hon'ble Chief Minister Shri Naveen Patnaik in 2018, envisions the sustainable management of water and sanitation resources and service delivery for Odisha. Sanitation efforts which have been implemented based on this vision have resulted in:

- a) Increased urban sanitation coverage.
- b) Establishment of solid and liquid waste-management systems.
- c) Increased access to sanitation facilities.
- d) Open-Defecation Free (ODF) status for all ULBs in the State.
- e) Increased mechanisation for safe sanitation service delivery.
- f) Enhanced safety protocols for sanitation professionals by instituting Emergency Response Sanitation Units (ERSUs) at each ULB.

The State Government has already made considerable progress in its mission to ensure safe sanitation for all, in line with SDG 6. Based on comprehensive policy frameworks and guidelines, Odisha has implemented several schemes and programmes to institute and strengthen SLWM systems with an inclusive lens. The State has also sought to bolster sanitation efforts through allied measures such as providing water to urban poor households, which also alleviates the care burden of women and girls, freeing them for education and livelihood opportunities leading to their empowerment. Further, the State government has brought in legislative reforms to provide land rights to slum dwellers, complemented by a State-wide slum upgradation programme to ensure access to basic services including water and sanitation.

Committed to its urban poor, Odisha aims to bring them into the mainstream of city development by promoting their livelihood options and participation in the operations and maintenance (O&M) of SLWM facilities through partnership with Mission Shakti Groups (MSGs) and Transgender groups. The Government seeks to strengthen the capacities of all stakeholders, including community groups, for better delivery of sanitation services leading to improved health and well-being of the State's urban dwellers.

To improve urban governance and monitoring of urban services, the H&UDD has launched a digital platform to roll out e-governance services across all ULBs. The water and sanitation component of the system focuses on applications for connections, payment of fees, and feedback and grievance redressal.

INITIATIVES	YEAR	KEY FOCUS
Odisha Urban Septage Management Guidelines	2016	Defined standards and guidelines for septic tanks and on-site systems as well as measures to be adopted for the safety of sanitation professionals
Odisha Urban Sanitation Policy and Strategy	2017	Focus on sanitation as a basic service to ensure safe and equitable access to vulnerable and unserved populations irrespective of age, gender, caste, or socio-economic status
Basudha Scheme	2017	Ensures 100% piped water coverage in all streets and all wards, including slums in all ULBs
Slum Development Act 2017	2017	Guarantees land rights to the urban poor households in Municipalities and NACs
FSSM Regulations	2018	Ensures 100% safe containment, emptying, transportation, treatment, and disposal of faecal sludge and septage to prevent contamination of drinking water sources and protect the environment from pollution
JAGA Mission	2018	Focuses on the provision of land rights to slum dwellers and empowers Slum Dweller Associations as the fourth tier of governance to take on the implementation of slum upgradation
Mo Sarkar	2019	Aims to bring transparency and accountability in governance by improving public service delivery and making government officials more responsive to the needs and grievances of citizens
Drink from Tap (Sujal)	2020	Ensures safe (compliance with IS 10500 standards and continuous (24x7) water supply through 100 percent metered connections in urban areas including slums
GARIMA	2020	Adopts a focused approach to the safety, dignity, and welfare of Core Sanitation Workers (CSWs) through the institutionalization of safe sanitation practices and ensures the socio-economic security of the sanitation professionals and their families.
UWEI	2020	Focused on providing wage employment in urban areas for urban poor during the pandemic.
MUKTA	2021	UWEI transformed into MUKTA as a full-fledged scheme that aims to create employment opportunities for the urban poor and informal migrant workers through work in urban areas
The Odisha Municipal Laws (Amendment) Act, 2021	2021	As per the Act, Urban Local Bodies are to spend a sum of 25 per cent of the amount under capital expenditure relating to development work of annual budget for providing basic service and infrastructure to slums
The Odisha Municipal Corporation (Amendment) Act, 2022	2022	The Act confers land rights on the slum households of municipal corporations in line of the land rights conferred upon the households in the municipalities and NACs
Odisha Urban Academy	2023	The Odisha Urban Academy (originally the Odisha Water Academy) has been established as a center of excellence and knowledge hub in training, research, advocacy & preferred learning partner for diverse stakeholders in sustainable and inclusive urban development

Figure One: Evolution of Urban Initiatives in Odisha for the Purpose of Inclusion












FOCUS AREA		PROGRESS MADE
	Number of individual household toilets constructed (SBM)	1,55,584
	Number of Community/Public Toilets	Community Toilets: 5210 seats Public Toilets: 5286 seats
	Number of FSTPs	Built and operational: 113 (1957 KLD capacity) Advanced stage of construction: 7 (130 KLD capacity)
	Number of Micro Composting Centres (MCCs)	256 (1,203.5 TPD capacity)
	Number of Material Recovery Facilities (MRFs)	220 (2,260 TPD capacity)
	Coverage of water in slums	Number of Slums fully covered with pipe Water Supply- 2,813 Number of slum households with pipe water supply connection- 3,91,303
	Tenure security to slum households	2,48,000 Households
	FSSM regulations adopted by ULBs	115
	Number of Core Sanitation Workers identified in 115 ULBs (handling faecal matter)	10,198
	Number of women and transgender groups engaged in SWM	2901
	Number of women and transgender groups managing O&M of FSTPs	108

Table One: Progress of Odisha in Sanitation (Source: H&UDD, Government of Odisha)

In the future, the Government of Odisha aims to adopt an increasingly holistic approach to achieve inclusive service outcomes for all urban residents. Such an approach pre-supposes the existence of an evidence-based inclusive planning and monitoring system that is rooted in a robust database and structure, extensive citizen engagement, effective accountability mechanisms, and institutional capacities to manage inclusive processes. Hence, the government seeks to consolidate its ongoing and upcoming initiatives under the Odisha Inclusive Urban Sanitation Policy, 2024, with a greater focus on city-wide inclusive sanitation (CWIS) and ensuring last-mile connectivity.

2. ODISHA INCLUSIVE URBAN SANITATION POLICY STATEMENT AND GOALS



The Odisha Inclusive Urban Sanitation Policy (OIUSP), 2024, is intended to consolidate the State's sanitation efforts and underline its commitment to national priorities under SBM-U 2.0 and AMRUT 2.0. The Policy's main prongs are the promotion of gender and social inclusion, ensuring community engagement, and incorporating CWIS principles. It also aims to chalk out a roadmap for sustainable sanitation and make Odisha's sanitation infrastructure climate-resilient by implementing adaptive measures to minimise the impact of climate shocks on the most vulnerable and marginalised groups, thereby promoting climate justice and equity.

The Policy reflects the State's deep-rooted commitment to social justice and equity, reinforced by national and international mandates, such as the SBM's commitment to the vulnerable sections of society and sanitation professionals; the SDG 6.2 target of providing adequate and equitable sanitation for all, with a focus on women, children, and vulnerable individuals; CWIS; and the UN Human Right to Sanitation (2015), which entitles all citizens, without discrimination, to accessible, sustainable, and safe sanitation infrastructure and services that protect their privacy and dignity.

2.1 Policy Statement

The Odisha Inclusive Urban Sanitation Policy will ensure that all stakeholders, including the community and partners in the urban sanitation sector in Odisha, are cognizant of and equipped to adopt the State's mandate of providing equitable access to, use of, and benefits of safely managed sanitation facilities and services to everyone, irrespective of who they are or where they live, across all cities and towns in the State.

2.2 Policy Goal

The primary aim of the Policy is to ensure that all citizens, without any form of discrimination, in all cities and towns in Odisha access and use inclusive, equitable, safe, and sustainable sanitation services, planned, managed, and delivered by responsible and accountable ULBs, with the active involvement of all communities and stakeholders, especially the marginalised and vulnerable populations.

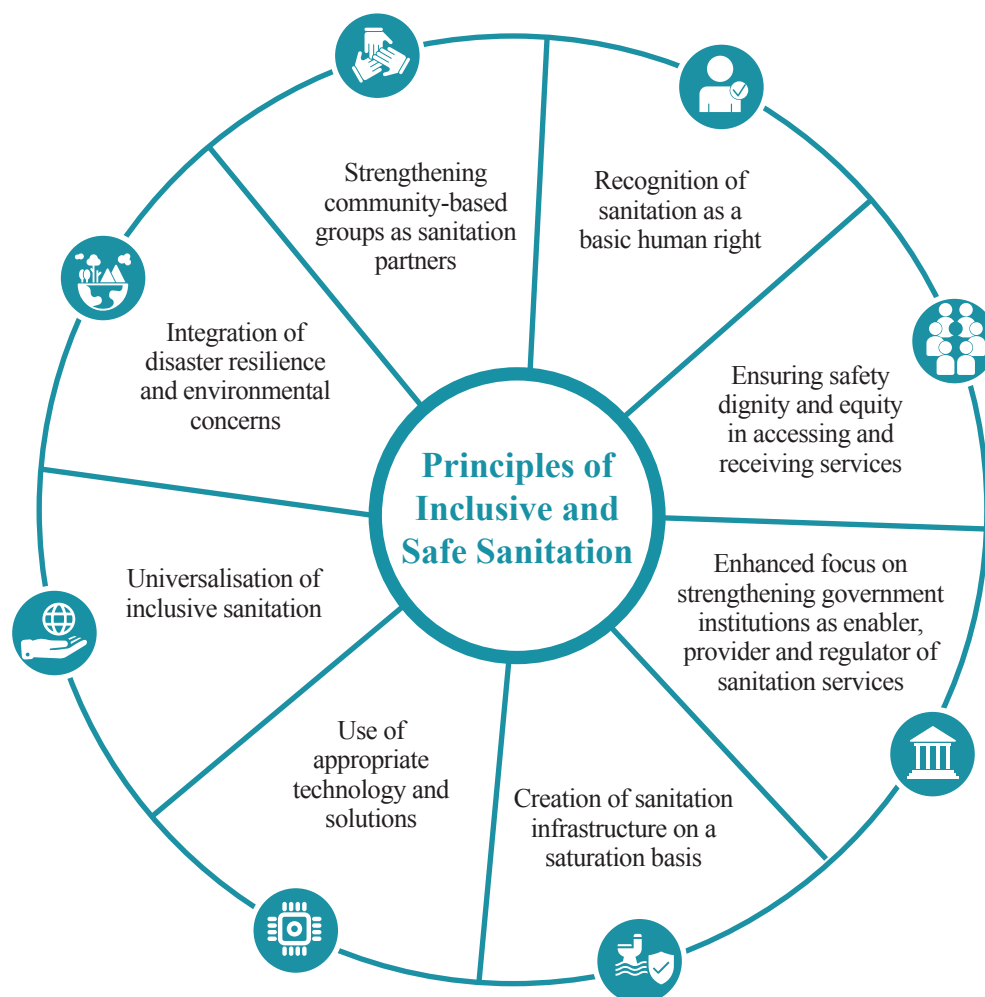


Figure Two: Principles of OIUSP

2.3. Principles of the Odisha Inclusive Urban Sanitation Policy

The following are the core principles that drive the OIUSP:

- 2.3.1. **Recognition of Sanitation as a basic human right:** The Government of Odisha is committed to ensuring that everyone, especially those marginalised by gender, age, physical abilities, or for social and economic reasons, benefits from equitable, affordable, reliable, accessible, and safe sanitation services. The State Government believes that land tenure, technology, and affordability, must not become barriers to sanitation services, and will endeavour to progressively eliminate inequalities, aligning with the Sustainable Development principle of ‘leaving no one behind’ in a rights-based approach. The H&UDD in partnership with other key departments will also secure adequate coverage of public toilets for the floating population, enabling access for the with Persons with Disabilities (PwD), women, children, and transgender persons. Furthermore, the State Government will ensure that quality sanitation is integrated with other priority areas such as health, a good environment, and the right to life and equality.

- 2.3.2. *Enhanced focus on strengthening Government institutions as enablers, providers, and regulators of sanitation services:*** The H&UDD aims to work proactively with ULBs, parastatal agencies, and other government bodies with a mandate of providing sanitation services in the cities to enhance their capacity for delivering end-to-end sanitation services to all citizens as per their roles. To achieve this, the State aims to delegate responsibilities, devolve funds, and strengthen human resources. It will also continue to form partnerships with institutions and organisations for the capacity building of government officials and community organisations involved in the sanitation value chain to build the skills necessary to meet the sanitation demands of a city.
- 2.3.3. *Creation of sanitation infrastructure on a saturation basis:*** The State Government will galvanise efforts to saturate sanitation infrastructure in all ULBs. It will ensure that the sanitation infrastructure created is operationally and financially sustainable, and can provide uninterrupted sanitation services, through timely repairs and necessary investments in upskilling, resourcing, and community mobilising. With the rising urban transformation linked to population growth, the State will strive to adopt emerging technologies, plan infrastructure to meet projected demands, and augment existing collection, conveyance, and treatment capacities. The Government of Odisha will ensure that models adopted for O&M are not only sustainable but also prioritise continual improvement by incorporating appropriate technology and facilitating ease of operation and learning for the human resources engaged.
- 2.3.4. *Use of appropriate technology and solutions:*** Across the sanitation value chain, the Government of Odisha aims to increase the adoption of appropriate, efficient, and sustainable solutions and technologies that are financially viable as well as adaptable to changing environmental and demographic conditions. It will focus on technologies or solutions geared towards streamlining existing processes, improving operational efficiency, and increasing transparency and support in building environmental and social safeguards.
- 2.3.5. *Universalisation of inclusive sanitation:*** Odisha recognises inclusive sanitation as an organisational mandate. It therefore believes that the structure, systems, processes, values, and internal processes of the H&UDD, ULBs, and other agencies involved in sanitation must reflect the principles of equality and inclusion. The State strives to incorporate equity, accessibility, affordability, and inclusion into project cycles (including planning mechanisms), and aims to promote the dignity and safety of sanitation professionals and other employees engaged in sanitation livelihoods. The H&UDD's commitment extends beyond financial incentives, encompassing health and life insurance, housing assistance, and mandatory provision of personal protective equipment. Additionally, the Government seeks to develop mechanisms for monitoring and incentivising performance related to equality and inclusion.

- 2.3.6. *Integration of Disaster resilience and environmental concerns:*** With Odisha's geographical location necessitating efforts towards disaster resilience, the State Government is committed to establishing sanitation infrastructure and services that remain unhindered during climatic disasters. The State shall ensure that all cities and towns formulate risk reduction and preparedness strategies, and integrate them with sanitation interventions and services for all, with a focus on the most vulnerable. The Government of Odisha recognises the importance of protecting and sustaining environmental health (including land, air, and water resources) along the entire sanitation value chain of SLWM to mitigate pollution and safeguard public health. Considering climate change, the State Government plans to make concerted efforts to adopt and promote technologies and processes for reducing emissions at every stage of the sanitation value chain.
- 2.3.7. *Strengthening community-based groups as sanitation partners:*** The Government of Odisha recognises that the participation of communities is pivotal for incremental improvements in the safe management of sanitation in slums or within vulnerable groups. Thus, the State aims to strengthen partnerships with community-level groups, such as MSGs and Slum Dwellers Associations (SDAs) to not only safeguard sanitation service delivery arrangements but also ensure sustained service delivery to all. To this end, the State Government will integrate a circular economy approach and make the community service delivery system financially viable and sustainable, gender-intentional, and inclusive. The State will continue to foster an enabling environment for livelihood opportunities for community-based groups across the SLWM value chain. It will ensure the involvement of these groups in imparting awareness in their localities on issues of safety and dignity of sanitation professionals, and in representing their habitation in various decision-making platforms.

3. ODISHA INCLUSIVE URBAN SANITATION POLICY OUTCOMES



3. Odisha Inclusive Urban Sanitation Policy Outcomes

The Government of Odisha aims to achieve the following outcomes through OIUSP:

3.1. *Safe Management of Liquid Waste (Sewage, Septage/Faecal Sludge, and Grey Water):*

The State aims to ensure that black and grey water generated in the urban environment is safely confined, regularly collected, safely transported, and disposed of after being adequately treated. All the ULBs in the State will sustain safe sanitation practices and systems instituted through the saturation of toilets, grey water management, and FSTP infrastructure. Considering the high decadal urban growth rate (27%) in Odisha, as new towns emerge, the Government shall institute safe containment, collection, transport, treatment, and disposal mechanisms for all human faecal waste and reuse and recycle of by-products in the new ULBs. The State will prioritise individual household toilets for the urban population, with an emphasis on their O&M to ensure their continued usage; provide affordable, equitable, and accessible desludging services for all; and establish functional treatment facilities across all ULBs to eliminate open discharge of untreated faecal and liquid waste/raw sewage. Further, the Odisha Government will set up sustainable models of treated used water, including reuse. It will promote the adoption of grey water management in all ULBs, at the household and community levels, by providing technical assistance and issuing operational guidelines for the treatment and reuse of treated water, which will prevent water contamination and diseases.

3.2. *Safe Management and Treatment of Solid Waste:*

To promote safe management and treatment of solid waste in all ULBs, the Government of Odisha will establish systems for the scientific management of municipal solid waste in all ULBs, and ensure the adoption of appropriate mechanisms for achieving service-level benchmarks throughout the SWM value chain: collection (including source segregation of solid waste), transportation, treatment, disposal, reuse and recycle. Odisha will follow a zero waste policy by remediating existing landfills and preventing waste being sent to landfills by adhering to the three Rs: Reduce, Reuse, and Recycle. The State Government will support ULBs in managing and recycling Construction and Demolition (C&D) waste, and will prioritise Plastic Waste Management (PWM). Odisha has pioneered a decentralised and community-driven approach for the management of SWM infrastructure (Wealth Centres), and promotes the adoption of Information and Communications Technology (ICT) tools for performance monitoring of the SWM value chain. The ULBs will strive to improve the operational efficiency and long-term sustainability of the Wealth Centres.

3.3. *Accessible and Affordable Sanitation Services for the Poor and Vulnerable Groups:*

The State has empowered ULBs, through the Odisha Municipal Act, 1950, to provide equitable and safe access to sanitation to all in the city, especially the poor and vulnerable groups. The ULBs will direct their efforts at creating accessible, affordable, and adequate sanitation infrastructure and services for the urban poor, including slum dwellers, migrants, and the homeless population, with special emphasis on vulnerable groups such as women, children, to Persons with Disabilities (PwD), transgender persons, and sanitation professionals.

3.4. *Leveraging City Sanitation Infrastructure for Urban Rural Convergence:*

To achieve sanitation-related outcomes at scale, the State Government shall extend access to urban sanitation infrastructure and services to rural areas, based on technical feasibility. The Government has already initiated an ‘urban–rural convergence’ approach across city sizes, and this Policy reaffirms the State’s intent to mainstream it. Odisha has constructed sanitation infrastructure and formalised equitable and inclusive service delivery systems in ULBs. In the next phase, the State aims to provide benefits to rural administration by collaborating with the ULBs to provide safely managed sanitation to the rural population through a district-wide planning approach. The H&UDD will establish service delivery standards and set up tariff structures for servicing rural areas.

3.5. *Climate Resilience with an Inclusive Lens:*

Recognising the differentiated impact of climate change on citizens, particularly vulnerable groups who face greater risks of climate change, the State Government, through its sanitation investments, will frame appropriate strategies to mitigate climate risk. It will encourage climate resilience in planning frameworks and choice of technology for creating infrastructure; devise appropriate and innovative financing; and promote cross-learning and adoption of sustainable best practices on climate resilience.

3.6. *Safe Management of Sanitary Waste (Menstrual Waste and Used Diapers):*

ULBs shall ensure safe management of sanitary waste (including menstrual waste) which refers to safe disposal and treatment of used sanitary waste in a manner that does not cause harm to people who use them and/or those who are directly involved in managing menstrual waste; as well as to the environment. The Odisha Government has actively engaged Mission Shakti groups as a workforce across the sanitation value chain in urban areas, underscoring the importance of ensuring MHM in work sites such as sewage and faecal sludge treatment plants, solid waste processing facilities, and ULB premises.

3.7. *Recycle and Reuse of Used Water and Bio-Solids (Circular Economy):*

The ULBs will maintain environmental and safety standards during the reuse of treated used water, sewage, sludge, and bio-solids. The State will design a comprehensive strategy for the reuse and recycling of used water, sewage, sludge, and bio-solids from FSTPs, Sewage Treatment Plants (STPs), and grey water management. It will mandate utilisation of secondary treated used water for Non-Potable Reuse (NPR) wherever possible, after the appropriate level of treatment, with adequate incentives and regulatory checks provided to consumers to encourage NPR.

3.8. *100% Mechanised Cleaning to Promote Safety and Dignity of Sanitation Professionals in Liquid Waste Management:*

The State aims to achieve 100% mechanised cleaning for the safety and dignity of sanitation professionals in liquid waste management and has launched the GARIMA scheme to recognise core sanitation workers. The ULBs and parastatal agencies will continue to foster an enabling ecosystem for all sanitation professionals, both formal and informal, ensuring a safe and dignified work environment, with zero accidents and fatalities while performing sanitation services and elimination of contact with faecal matter. For sewage and septage handling and to reduce confined space entry, the Government will ensure that appropriate and adequate PPE, safety devices and equipment are procured for all cities, and that modalities for their O&M and training of operators are put in place. The State Government is committed to strengthen ERSUs in all ULBs for safety of sanitation professionals. The State will also promote certification for trained sanitation professionals and ensure that certified professionals are engaged in sanitation work, including those working with Private Sanitation Service Organisations (PSSOs).

3.9. *Robust Regulatory Framework to Ensure Equity, Safety, and Sustainability in Sanitation Services:*

In accordance with the 74th Constitutional Amendment Act (CAA) of 1992, the ULBs through the Odisha Municipal Act, 1950, and the Odisha Municipal Corporation Act, 2003, are mandated to provide access to water and sanitation services to all, especially the urban poor and vulnerable groups. While the State Government has been making conscious efforts to increase the availability, accessibility, and affordability of these services for urban citizens, it will create a roadmap for regulations by identifying agencies and creating a mandate for them with a clear set of roles and responsibilities.

3.10. *Digital Technologies Leveraged for Evidence-Based Reforms:*

The State will use digital public infrastructure to generate data that provides insights into operational efficiency, financial sustainability, and service delivery bottlenecks to enable it to deploy integrated sanitation solutions. It will also utilise digital technology for enumerating sanitation professionals and monitoring their access to their entitlements. The Government will support all ULBs in the procurement of necessary digital infrastructure and training to record real-time transactional data. It will scale up digital public infrastructure to include all waste streams and stakeholders in the sanitation value chain, covering the entire waste-to-wealth lifecycle. Odisha will track safe sanitation service delivery in real-time by integrating a sanitation activity tracking system into a digital portal. The H&UDD will identify a state-level institution to house the infrastructure responsible for the portal's O&M and upgradation, ensuring that it consistently meets the needs of all sanitation stakeholders.

4. FRAMEWORKS FOR POLICY IMPLEMENTATION



For the implementation of the OIUSP, the Government of Odisha will make effective use of or enhance the necessary frameworks: institutional; legal, statutory, and policy; financial; planning; monitoring and evaluation; capacity building and human resource; and communication.

4.1 Institutional Framework for Inclusive Urban Sanitation

The State of Odisha will endeavour to leverage the existing institutional structure at all levels (state, district, ULB, ward, and community) to ensure affordable, reliable, accessible, and safe sanitation services to all citizens, especially people marginalised by gender, age, physical challenges, or social and economic reasons, and provide for the safe management of solid and liquid waste.

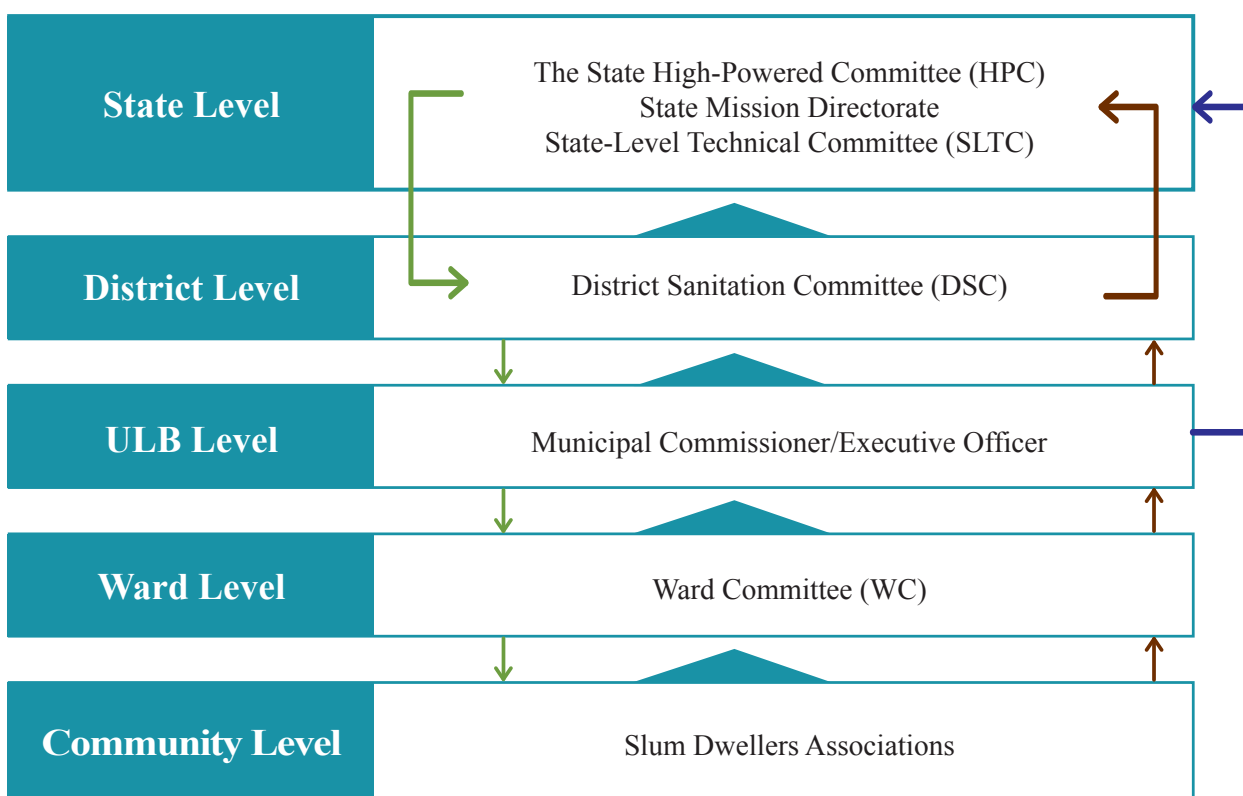


Figure Three: Institutional Framework for Inclusive Urban Sanitation

4.1.1. State-Level Institutional Setup

4.1.1.1. State High-Powered Committee (HPC)

The HPC, chaired by the Chief Secretary, serves as the apex body to provide overall guidance and policy direction to urban inclusive sanitation initiatives in the State. It aims to oversee the planning and implementation of the OIUSP, and direct all departments and agencies for its successful execution. The HPC is an interdepartmental executive body to conduct periodic evaluations of progress across departments to ensure sustained enforcement and scaling of the Policy. It will also focus on furthering inclusive sanitation service delivery in conjunction with allied fields such as public health, the environment, disaster resilience, and urban–rural convergence.

The State HPC is composed of:

- a) The Chief Secretary of State acting as the Chairperson of the Committee.
- b) Secretary, H&UDD: Member.
- c) Secretary, Finance Department: Member.
- d) Secretary, Forest, Environment, and Climate Change Department: Member.
- e) Member Secretary, State Pollution Control Board (SPCB): Member.
- f) Representative of the Ministry of Housing and Urban Affairs (MoHUA): Member.
- g) Mission Director of SBM-Gramin (SBM-G) at State: Member.
- h) Director SBM, Member Convener.

The HPC may co-opt/induct any other members based on requirements.

The HPC aims to play a strategic role, including the oversight of regulatory compliances, and its responsibilities include:

A. Planning

- a) Guiding and approving overall plans for achieving the objectives of Central programmes and State's inclusive sanitation outcomes through the OIUSP.
- b) Developing and supporting the implementation of plans for short-, medium-, and long-term resource mobilisation.
- c) Guiding the selection of clusters so that common infrastructure can be shared between a group of cities/towns/contiguous rural areas to ensure the convergence of action for sanitation and waste management in urban and rural areas, in alignment with the State's urban–rural convergence efforts.
- d) Planning for encumbrance-free land to be made available for setting up the necessary infrastructure.

B. Implementation and review of progress

- a) Ensuring convergence of action for sanitation and waste management in the urban and rural areas of the State, and bringing about interdepartmental co-ordination for this purpose.
- b) Conducting independent reviews and monitoring during the execution of projects.
- c) Ensuring timely audits of funds released and reviewing the 'Action Taken Reports'.

C. Capacity building of stakeholders

- a) Facilitating capacity building of parastatal bodies that would help ULBs to implement safe sanitation and used water management.
- b) Reviewing the progress of capacity-building initiatives, IEC, and public awareness activities under the mission.

D. Miscellaneous

- a) Addressing violation of norms and conditions.
- b) Reviewing legal issues, if any.
- c) Taking up any other matter relevant to the efficient implementation of the mission, or matters referred to it by the SBM Urban National Mission Directorate.

4.1.1.2. State Mission Directorate

The State Mission Directorate is headed by a State Mission Director (SMD) of appropriate seniority. The SMD functions as Member Secretary of the State HPC and Convenor of the State-Level Technical Committee (SLTC). The State Mission Directorate shall be supported by a dedicated Project Management Unit (PMU) on a deputation/outourced basis.

Responsibilities of the SMD:

- a) Creating/notifying a uniform structure across the state for the planning, designing, project preparation, appraisal, sanction, and implementation of sanctioned projects at the ULB level.
- b) Reviewing the City Sanitation Action Plan (CSAP) and City Solid Waste Action Plan (CSWAP) for all cities.
- c) Putting up a consolidated State-level plan (summation of all ULBs' plans) in terms of physical and financial targets, for the SLTC.
- d) Planning for additional resource mobilisation.
- e) Developing IT-enabled tools and solutions for the preparation of Detailed Project Reports (DPRs), or facilitating the use of existing tools provided by MoHUA for DPR preparation.

- f) Planning for fund flow in the short, medium, and long terms under the guidance of the State HPC.
- g) Recommending proposals for the release of fund instalments for projects.
- h) Ensuring convergence of action for sanitation in the State and bringing about inter-departmental coordination for this purpose as and when required.
- i) Empanelling agencies for conducting independent review and monitoring during the execution of projects.
- j) Handing the technical scrutiny of DPRs received from ULBs and facilitating convening of SLTC meetings chaired by the Secretary, H&UDD.
- k) Supporting the Additional Chief Secretary/Principal Secretary/Secretary, H&UDD, in developing and placing the agenda for State HPC meetings.
- l) Any other matter relevant to the efficient implementation of sanitation projects, or matters referred to it by the SBM-U 2.0 National Mission Directorate in line with the OIUSP.

4.1.1.3. State-Level Technical Committee (SLTC)

The SLTC is responsible for the review and sanction of all projects related to safe and inclusive sanitation as per SBM-U and OIUSP mandates.

This Committee comprises:

- a) Secretary, H&UDD, heading the Committee.
- b) Director of SBM-G: Member.
- c) Secretary, Finance Department: Member.
- d) Secretary, Forest, Environment, and Climate Change Department: Member.
- e) Representative, SPCB: Member.
- f) Representative of MoHUA: Member.
- g) Representative of relevant parastatal entities.
- h) Representative of the Odisha State Disaster Management Authority (OSDMA).
- i) State Mission Director: Convenor.

The SLTC may co-opt/induct any other members based on requirements.

The role of the SLTC covers:

- a) Preparation of State action plans with annual timelines to provide ULBs with safely managed sanitation standards.
- b) Helping ULBs prepare ULB-level CSAPs and CSWAPs for sanitation, used water, and SWM for all cities covered under SBM-U 2.0.
- c) Facilitating the use of IT-enabled tools and solutions for the preparation of DPRs.
- d) Reviewing DPRs and projects relating to sanitation, SWM, used water management, IEC, and CB as recommended by the ULBs.
- e) Approving projects for uploading on the Proposal Tracking System (PTS) for fund release.

4.1.2. District-Level Institutional Setup

4.1.2.1. District Sanitation Committee (DSC)

Chaired by the District Collector, the DSC is the district-level monitoring and implementing agency for inclusive sanitation programmes, schemes, and strategies. It will include Mayors/Chairpersons and Commissioners/Executive Officers of ULBs, the head of the District Panchayat, member/s of the District Planning Committee, heads of line departments and the District Rural Development Department/Agency, and representatives from local industries associations, NGOs, etc.

The DSC will be responsible for:

- a) Overseeing all aspects of urban–rural convergence through the implementation of State and national programmes like SBM-U and SBM-G.
- b) Leveraging resources from districts such as District Mineral Fund (DMF) among others, for sanitation.
- c) Providing a safe working environment for women and others by establishing committees and referral mechanisms as prescribed under the Prevention of Sexual Harassment (POSH) Act, 2013.

4.1.3. ULB-Level Institutional Setup

4.1.3.1. Municipal Commissioner/Executive Officer

The Municipal Commissioner (MC)/ Executive Officer (EO) of a ULB shall be the administrative authority responsible for implementing all components of sanitation programmes at the ULB level. The MC/EO will also be responsible for the smooth and seamless implementation of all programmes.

The responsibilities of the MC/EO include:

- a) Facilitating capacity building of municipal staff, elected representatives, and community groups like SDAs, MSGs, and sanitation professionals on safe and inclusive sanitation.
- b) Conducting gap analysis and preparation of CSAPs and CSWAPs with an inclusive lens.
- c) Preparation of inclusive DPRs.
- d) Coordinating with the State to get sanctions from the State HPC/SLTC and fund release for projects.
- e) Implementing projects in a time-bound manner, along with continuous monitoring to ensure sustained functionality.
- f) Collection of user charges for ensuring the financial sustainability of operations and citizen engagement.
- g) Setting up City Sanitation Committees with the participation of selected citizen representatives like SDAs and SHGs for periodically reviewing and monitoring the efficient functioning of assets created.
- h) Ensuring the safety of citizens and sanitation professionals.
- i) Forging community partnerships through SDAs.
- j) Ensuring compliance with regulations, guidelines, and notifications as issued by the H&UDD from time to time.
- k) Providing a safe working environment for women and others by establishing committees and referral mechanisms as prescribed under the POSH Act.

4.1.4. Ward-Level Institutional Setup

4.1.4.1. Ward Committee (WC)

Ward Committees, (WCs) will be formed as mandated under the provisions of the Odisha Municipal Act (1950) and Odisha Municipal Corporations Act (2003).

The responsibilities of WCs will include:

- a) Ensuring proper SLWM and sanitation service delivery within the ward.
- b) Identifying issues at the ward level and take appropriate steps towards resolving them in close coordination with ULB.
- c) Ensuring zero garbage vulnerable points (GVP) in the ward by closely monitoring the service delivery by front-line sanitation professionals.
- d) Creating public awareness for sanitation.

4.1.5. Community-Level Institutional Setup

4.1.5.1. Community-Based Groups

The State Government has been actively collaborating with Slum Dweller Associations (SDAs) and recognises them as the fourth tier of governance. SDAs are non-registered, recognised community agencies with a balanced gender ratio (mandated to have 50% or more women) present in slum settlements. The Executive Committee of an SDA consists of ten members, composed of a President, Secretary, Treasurer, and non-executive members. Such partnerships are leveraged to drive urban infrastructure development, ensure provisions of basic amenities (including sanitation), and raise the standard of living within slum settlements.

From signing a Memorandum of Understanding with city governments to creating, operationalising, and maintaining community assets, community groups are recognised as equal partners of change. These groups support local leadership by:

- a) Identifying the need for sanitation infrastructure on a regular basis, in slums.
- b) Providing supportive supervision for the last-mile delivery of sanitation services.
- c) Acting as custodians of sanitation assets within the community, including their functioning, operation, and maintenance.
- d) Supporting ULB leadership to work on demand generation for mechanised desludging, acting as squad team, and addressing ground requests on faecal sludge/septage management and other areas of intervention in the value chain.
- e) Initiating on-ground awareness campaigns on community responsibility and accountability for safe sanitation services.

4.2. Legal, Statutory, and Policy Frameworks

From a legal and regulatory standpoint, the State recognises that the architecture supporting sanitation is anchored across multiple legislative and policy frameworks, given the robust federal nature of the Indian governance system. With the State List under the Indian Constitution empowering states to make norms and apportion resources concerning water and sanitation, the State and ULBs shall duly focus on public health and sanitation in compliance with Central laws and rules such as the- Environment (Protection) Act, 1986, and the Rules framed therein; Water (Prevention and Control of Pollution) Act, 1974; Solid Waste Management Rules, 2016; E-Waste (Management) Rules, 2022; Plastic Waste Management Rules, 2016; Construction and Demolition Waste Management Rules, 2016; Bio-Medical Waste Management Rules, 2016; Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016; and Central Pollution Control Board (CPCB)'s Guidelines on Environmental Management of Construction and Demolition Waste, 2017, among others. The State also commits to upholding the tenets under the Prohibition of Employment as Manual Scavengers and Their Rehabilitation Act (PEMSR), 2013, which seeks to prevent socially degrading and insanitary practices, such as manual scavenging. Additionally, the State will continue to align with the national water and sanitation policies, and international commitments such as the Sustainable Development Goals.

As per the 74th CAA of 1992, the State delegates the responsibility for water supply, sewerage, and SWM to ULBs, and duly empowers them to undertake their responsibilities under several State laws, guidelines, and schemes, including the Odisha Inclusive Urban Sanitation Policy, 2024; Odisha Urban Septage Management Guidelines and Regulations, 2016; FSSM Regulations, 2018; By-laws for Solid Waste Management, 2018; GARIMA scheme, 2020; the ERSU Advisory, 2021; JAGA Mission and Land Rights Programmes any other new schemes or programmes and/or future iterations of these; and policies applicable to complementary areas of sanitation service delivery, such as housing, public health, the environment, and disaster resilience. Furthermore, the State Government shall strengthen legal and regulatory structures under sanitation to enable the ULBs to adequately discharge their responsibilities under the State's policy frameworks.

In line with the National e-Governance Plan (NeGP), 2006, the State aims to work towards making its sanitation services available to citizens via digital media. By Odisha's own ICT Policy, 2014, the State shall encourage the sanitation sector to utilise new and evolving technologies, including big data and open-source technologies to enhance service delivery, optimise resource utilisation, and maximise public value. Following the National Data Sharing and Accessibility Policy (NDSAP), 2012, it will leverage data generated through the adoption of digital solutions, making non-sensitive data accessible to maximise operational efficiency, economic good, and social benefit.

Considering the large number of women professionals engaged in the sanitation sector, the State will ensure that provisions under the Prevention of Sexual Harassment (POSH) Act of 2013 are adhered to, to provide a safe and conducive environment for the workforce, especially women and transgender persons. It will work with ULBs to make grievance redressal mechanisms functional as per the POSH Act.



4.3. Financial Framework

The State shall assign allocations to extend sustainable, safe, and equitable service delivery across the sanitation value chain. It will continue to focus on underserved urban communities in slum and non-slum areas by earmarking 25% of the Municipal Budget for urban poor settlements. It shall mobilise funds through Central programmes like SBM and AMRUT, PMAY, NULM, entities like the Central Finance Commission (CFC) and the State Finance Commission (SFC), and in collaboration with other programmes such as SBM-G for urban–rural convergence. The State shall also leverage funds through the DMF, Odisha Mineral Bearing Areas Development Corporation (OMBADC), and Corporate Social Responsibility (CSR) funds as well as through other programme funds such as Mukhya Mantri Karma Tatpara Abhiyan (MUKTA), Mission Shakti among others.

The State will enable ULBs to mandatorily undertake revenue reform initiatives. This covers the notification, levy, and collection of user charges for water supply and SLWM services, to recover and substantially offset O&M costs, with a periodic increase mechanism in place. The State aims to devise plans to improve the collection efficiency of user fees for sanitation services, both SWM and FSSM. It will consider instituting performance-based mechanisms to improve collection efficiencies, and will prioritise integrated properties, databases, and digital modes and channels of revenue collection.

The State recognises the importance of visibility concerning the quantum of funds earmarked to ULBs for sanitation as well as the timely and transparent flow of grants to ULBs, and from ULBs to the relevant service providers as applicable. Therefore, the State shall focus on the development of appropriate platforms/dashboards that bring in greater transparency and discipline, ensure timely flow of funds, aid in data-oriented decision-making, and improve resource management.

Odisha is committed to achieving well-informed use of limited public finance (ULBs' revenues and intergovernmental transfers), in tandem with appropriate mandates, accountability frameworks, and resource management integrity controls. It realises the potential of public finance in ensuring the timely flow of money (by simplifying the fund flow mechanism, reducing discretion in the system) and effective utilisation (monitoring, expediting payments) which will in turn incentivise private sector participation in financing urban sanitation in Odisha in the future. Hence, the State Government will adopt simple procurement processes for the involvement of private players and community groups in the sanitation livelihood system.

To aid the cities in designing financial mechanisms for meeting their sanitation needs with efficient use of available funds, the State shall focus on developing comprehensive medium- and long-term sanitation plans at the ULB level. It will assist ULBs in undertaking financial planning with an equitable and inclusive lens, such that the infrastructure created for sanitation is responsive to specific needs based on gender, physical challenges, and age, with the tariffs being equitable. The State aims to establish a ULB-sized population-based classification and develop financial models that ensure fair and equitable sanitation delivery costs, equitable access to funds, and equitable user fees collection. This will enable the provision of pro-rated measures, with a focus on economically vulnerable communities.

4.4. Planning Framework

The H&UDD and ULBs strive for an inclusive planning and management approach for delivering safe and equitable sanitation in the State, focusing on integrating and mainstreaming a gender and inclusion perspective, aligning with CWIS principles.

The State has made the ULBs responsible for city-wide sanitation planning, and encourages a bottom-up planning exercise with indicators for inclusive service delivery. The key priorities in these plans are:

- a) Developing new infrastructure, viz. solid and liquid waste processing and treatment facilities.
- b) Augmentation of existing infrastructure with inclusive budgeting.
- c) Ensuring that sanitation planning secures optimum public and environmental health outcomes by verifying that OSS systems comply with International Organisation for Standardisation (ISO) and other similar standards and earmarking funds for recycling of solid and liquid waste.

The Government will aggregate the plans at the State level. The H&UDD will allocate resources for sanitation infrastructure, service delivery, and monitoring, and the State-level plan shall specify the timeframe, finances, operational components, guidelines, and Standard Operating Procedures (SOPs) for implementation.

The State shall institute an assessment/incentive scheme on CWIS, to encourage competition and transparency in sanitation actions among the towns and cities in Odisha. Its aim is to encourage ULBs to strive for 100% access to sanitation facilities for all urban residents and 100% safe disposal of all waste generated within the urban environs, while incorporating processes aimed at meeting the OIUSP goals.

The State mandates that planning for inclusive sanitation services takes into account the conditions of equity, safety in access and use of services, and sustainability of services, and projects are designed accordingly. It will ensure that planning frameworks of inclusive sanitation develop Key Performance Indicators (KPIs) to monitor the success of the sanitation programmes.

4.5. Monitoring and Evaluation Framework

The State recognises that timely, comprehensive monitoring and evaluation (M&E) of sanitation infrastructure and service delivery are critical to making effective policy decisions, strengthening service delivery mechanisms, and optimising the O&M of sanitation infrastructure across the State. It aims to strengthen top-down monitoring systems with robust bottom-up monitoring processes. The Government of Odisha is cognisant that M&E of sanitation infrastructure and services will entail:

- a) Developing State- and ULB-level M&E frameworks with indicators of equity, safety, and sustainability at the outcome level; at the system function level; and on cross-cutting issues such as gender and sanitation professionals, which will ensure that inclusive and disaggregated data is generated to understand and effectively respond to urban vulnerabilities.
- b) Mapping excluded populations to create an inclusive data architecture of the State to ensure the availability of sustained, timely, comprehensive, and gender-disaggregated data for more effective decision-making and targeted pro-poor interventions.
- c) Establishing baseline indicators at all levels on equity, safety, and sustainability, on system functions and cross-cutting issues.
- d) Developing monitoring tools specifically to track indicators.
- e) Regular monitoring of the progress of activities and periodic monitoring of progress towards inclusive outcomes of equity, safety, and sustainability, with findings shared with communities and other stakeholders, and corrective interventions carried out wherever necessary.
- f) Use of community-based monitoring tools such as concurrent evaluation and social audits (with a focus on gender and inclusion), and citizen report cards/scorecards to relay citizens' and users' feedback to service delivery providers and ULB functionaries, to enhance the user-provider relationship and contribute towards good sectoral performance.
- g) Ensuring active citizen engagement and participation, especially by engaging and strengthening existing community structures such as SDAs and MSGs.
- h) Undertaking requisite capacity building for ULBs as well as SDA/MSGs, to ensure smooth functioning of monitoring systems.



4.6. Capacity-Building and Augmentation of Human Resource

Odisha recognises that capacity building of all the stakeholders is essential for effective delivery of sanitation benefits for all, especially to the most marginalised. The State commits to strengthening, empowering, and leveraging several agencies/institutions, such as the State Urban Development Agency (SUDA), the Odisha Water Supply and Sanitation Board (OWSSB), and the Odisha Urban Academy (OUA), to train and capacitate State, municipal, and other field-level functionaries in the approach and methods relating to safe sanitation; this will help develop competent and professional human resources and establish partnerships with other institutes. The State aims to create a cadre of skilled and certified workforce to deliver sanitation services safely.

The State has put the OUA at the helm of building capacities of parastatal bodies, ULBs, community stakeholders, and sanitation professionals across the sanitation value chain, to play the following roles:

- a) It will focus on capacitating all functionaries (including from rural administration for urban–rural convergence) to implement inclusive sanitation service delivery, ensuring regular capacity building of MSG members, sanitation workers, and desludging service providers.
- b) It will establish regional centres based on a hub-and-spoke model, where local institutes such as Industrial Training Institutes (ITIs) and other government and non-government organisations will support training in O&M of sanitation infrastructure.
- c) The OUA will be responsible for creating appropriate capacity-building modules that emphasise occupational safety and health, such that sanitation professionals are adequately prepared to handle hazards at the workplace and can deliver sanitation services as per protocols.
- d) The OUA will work in tandem with the OWSSB, Water Corporation of Odisha (WATCO), and PHEO to set out standard formats and indicators for training and development of staff capacities at all levels and across all technical areas. In addition to supporting the efforts of the OUA, these bodies will function as per their prescribed mandate.

The State Government will ensure that core sanitation workers, front-line professionals, such as Swachh Karmis, Swachh Sathis, MSGs, and transgender groups managing Public/Community Toilets, FSTPs, Wealth Centres, are trained in the safe handling of waste and in using technology. The Government will also ensure that workers who have the desire and ability to upgrade are supported with the necessary upskilling and financial resources to start a business, while those who want to opt for alternative occupations receive counselling and links to appropriate training and resource platforms.

The State will encourage the following in terms of methods of training:

- a) Structured training and task-based templates and guidelines as the primary inputs for capacity building.

- b) Adoption of a robust training pedagogy for the front-line sanitation professionals to develop their technical skills, communication skills, financial literacy, digital literacy, basic enterprise development, practical demonstrations as per job roles, etc. The training pedagogy will include pre- and post-training assessments and certification of master trainers and sanitation professionals, and will be highly interactive and practice-oriented, comprising live demonstrations of various safety devices, machines, and PPE to be used.

The Government will also ensure the dissemination of training on digital tools and usage to ULB employees, PSSOs, and other stakeholders along the sanitation service delivery value chain. It will leverage institutions such as the OUA to train ULB employees and other sanitation service providers on the use of digital technologies to provide inclusive sanitation service delivery, in line with State policies, CWIS principles, and the SDGs.

The State will ensure that ULBs (both elected representatives and officials) and other stakeholders are trained in gender-based and inclusive approaches to sanitation, and the ways and means of integrating these into the project cycle. In addition to the required technical training and training on the management of finance, knowledge will be imparted on gender-responsive and inclusive budgeting, occupational health, and safety standards. Furthermore, both elected representatives and officials will be made aware of the provisions of the PEMSR and POSH Acts.

Committed to building inclusive institutions and inclusive governance mechanisms in sanitation, the Government will ensure the following human resources are in place in the sector:

- a) Dedicated staff, recognised as nodal personnel to promote and protect inclusive strategies within ULBs.
- b) Elected representatives to adopt, inform, and actively engage with their wards, especially with those who are marginalised, to address the issues of exclusion in sanitation service delivery.
- c) ULB teams to work in close coordination with community groups, such as SDAs, MSGs, transgenders, and PwDs, to plan and implement inclusive strategies.
- d) Adequate sanitation human resource to scale efforts for inclusive urban sanitation.

To align the roles and responsibilities of the various stakeholders and government agencies along the sanitation value chain, the State will develop a Sanitation Charter, clarifying the individual roles and responsibilities of all government entities, institutions, consultants, and private players involved in the sanitation space, to align the roles and responsibilities of the various stakeholders and government agencies along the sanitation value chain. This Charter will define the duties of various line departments and their functionaries, help highlight any challenges they face in executing their responsibilities, and indicate the need to augment human resource capacity, if any.

4.7 Communication Framework

The State recognises that a critical determinant of safe and sustainable sanitation is Social and Behaviour Communication, which is important not only in shifting knowledge, norms, and behaviours around safe and inclusive sanitation among citizens and communities, but also in ensuring the continued participation and mainstreaming of vulnerable groups across the sanitation value chain. Additionally, SBCC helps in sustaining an enabling ecosystem.

The State will ensure the focus of IEC and SBCC is on the management of solid (including plastic) and liquid (black and grey water) waste in the communities. It will encourage SBCC to target the segregation of solid waste, creation of garbage-free cities, reduction in the use of single-use plastic, proper construction of OSS systems and their periodic desludging, safe transportation and disposal of faecal sludge, and institutionalising the helpline number 14420 for requesting sanitation services from empanelled service providers. Odisha will also harness SBCC to sensitise urban communities about gender, equity, and socio-cultural biases against sanitation, sanitary work and sanitation professionals, and the environmental importance of sanitation and minimising climate risks. The State will make special efforts to understand the needs and demands of underserved communities to facilitate their access to safe and sustainable sanitation, and will establish communication and grievance redressal mechanisms to address their issues.

The Government of Odisha will undertake SBCC in sanitation in the following ways:

- a) While the State will continue to develop and disseminate strategic guidelines and standardised communication collaterals for sustaining key sanitation behaviours, it will also build the capacity of the ULBs to plan, implement, and monitor communication activities and campaigns for SLWM in cities. It will encourage ULBs to adopt a 360-degree approach to communication, wherein diverse communication platforms, including interpersonal communication, mid-media, and digital are utilised to disseminate key messages simply and effectively.
- b) The Government will boost the organisation of promotional events such as competitions, and widely disseminate good practices on inclusive communication strategies to encourage other cities.
- c) Fully cognizant that children and youth are great agents of change who can drive behavioural change about sanitation among their families and peers, the Government will make efforts to harness this potential of school and college students. In addition to implementing a Water, Sanitation, and Hygiene (WASH) curriculum in schools, the State will encourage children to be taken on exposure visits to treatment facilities to understand the overall impact of solid and liquid waste treatment on public health and the environment.
- d) The State will earmark funds for communication activities, capacity building for communication, and monitoring of communication activities to achieve the intended results.

- e) With more and more Community-Based Organisations (CBOs) such as MSGs and SDAs at the forefront of urban development and sanitation programmes, the Government will empower local WASH champions to become catalysts of change who will influence their communities to adopt positive behavioural changes.
- f) The Government will foster communication for safe and inclusive sanitation between key stakeholders, such as government administrators, elected representatives from the cities and the State, key government departments/ministries, funding partners, non-government organisations, sector alliances, and social networks to build partnerships, strengthen communication initiatives, and meet overall sanitation objectives.

While Odisha's decentralised, community-led, and inclusive sanitation model is being recognised nationally and globally, the State will continue to amplify the narrative further through diverse channels and networks, so that it is replicated across the country.